

Summary of Memoranda from Mr. Colby
Pertaining to Personnel and Training

1. 23 Nov 71 to D/Pers
Young Officer Productivity and Personnel Satisfaction

- a. Semiannual report on employee attitudes.
- b. Semiannual report on steps being taken to improve our performance on this topic.

Additional studies

- a. Fitness Reports - place for employee aspirations.
- b. Job Vacancy Notices - more advertising in Agency.
- c. Career Management Officers - comments analyzed.
- d. Inter-Directorate rotations.
- e. Career Service Boards - junior officers as members.
- f. Annual Office Meetings - audience for Director.
- g. Women - part-time basis.
- h. Staff Aides - for Office Directors - to give young exp.
- i. Employee Productivity.

ILLEGIB



2. 14 Jan 72 to D/Pers
Executive Development Plan

- a. High level of Organizational Commitment
 - System of reports from D/Pers about executive development in the Agency--novel approaches, shortfalls, etc.
- b. Development Plans
 - Plans to develop future executive management.

c. Mobility

- More discussion to improve inter-Directorate rotation.

d. Training

- More internal training on leadership and management.

e. Program Evaluation

- Contribution of training to the institution (CIA) rather than to individuals.

3. 14 Jan 72 to D/TR
Management Training

- a. Integrate management training into "standard track courses."
- b. Need exposure to leadership principles and techniques and to management control mechanics.
- c. Agrees that we do better to train our own managers.
- d. Wants to review feedback from Grid students about Agency management problems.
- e. "Information Science Training"--wants OTR recommendations on this.

Additional

Wants some thoughts on a short special seminar for some of our most senior officers.

4. 12 Jan 72, MFR
Senior Seminar

- Relationship between Training and Personnel and need for interface.
- Desirability of establishing patterns or tracks of courses, etc.